

MANAGERS' AND SUPERVISORS' MANAGEMENT STUDY OVERVIEW

OVERVIEW

- REVIEW OF MANAGEMENT STUDY PHASE
- SUBMIT MAI APPROACH
- EXPLAIN IMPACT ON WORKFORCE
- QUESTIONS AND ANSWERS

PURPOSE OF THE MANAGEMENT STUDY

TO DISCOVER
AND DOCUMENT
IMPROVEMENTS WHICH PRODUCE THE MEO

- SO THAT -

THE ARMY AUDIT AGENCY CAN CERTIFY THAT
THE MEO IS A REASONABLE ESTIMATE OF THE
LABOR REQUIREMENT FOR THE GOVERNMENT TO
EXECUTE THE PWS AT THE SPECIFIED
PERFORMANCE LEVELS

GOVERNMENT'S OPPORTUNITY TO WIN

- PWSs DO NOT WIN COMPETITIONS -- MEOs DO
- THE MOST EFFICIENT ORGANIZATION (MEO) DEVELOPED THROUGH THE CONDUCT OF THE MANAGEMENT STUDY
- THE MEO IS THE GOVERNMENT'S PROPOSAL FOR IN-HOUSE PERFORMANCE
- ACCESS TO THE MANAGEMENT STUDY MUST BE LIMITED AND CONTROLLED SINCE IT IS PROCUREMENT SENSITIVE

HOW DO YOU WIN?

- MUST DEVELOP A COMPLETE AND ACCURATE PWS THAT REFLECTS ALL THE WORK FOR WHICH THE MEO WILL BE HELD RESPONSIBLE
- MUST DESIGN THE MOST EFFICIENT ORGANIZATION THAT WILL ACCOMPLISH THE PWS WITH MINIMUM RESOURCES AT DEFINED QUALITY LEVELS
- BE BRUTALLY HONEST ABOUT YOUR ORGANIZATION

HOW DO YOU GET THERE?

EXAMINE:

- PROCEDURES
- ORGANIZATION
- FACILITIES AND EQUIPMENT
- RESOURCE UTILIZATION
- SUBCONTRACTS

HOW DO YOU GET THERE? (CONTINUED)

LOOK FOR, IDENTIFY AND COMMUNICATE:

- PROBLEM AREAS (I.E., WORK NOT BEING ACCOMPLISHED, POOR WORKMANSHIP, MISCOMMUNICATION, ETC.)
- DUPLICATION OF EFFORT
- WORK OUTSIDE MISSION REQUIREMENTS
- LAYERING OF SUPERVISION
- LOW PRODUCTIVITY
- OVERSTAFFING
- HIGH GRADES

FULL TIME EQUIVALENTS (FTEs)

- ONE FTE IS EQUAL TO 1776 PRODUCTIVE HOURS OUT OF A TOTAL AVAILABLE HOURS OF 2087 IN ONE YEAR.
- THE DIFFERENCE OF 311 HOURS ACCOUNTS FOR HOLIDAY, ANNUAL, SICK, ADMINISTRATIVE AND TRAINING LEAVE. IT DOES NOT INCLUDE BREAKS NOR ANY OTHER ALLOWANCE.

MAI's APPROACH

- SUPPORTS ACQUISITION STRATEGY
 - CONDUCT THE STUDY UNDER LOWEST TECHNICALLY ACCEPTABLE PRICE/COST TYPE COMPETITION
 - CHALLENGE EVERY TASK STAFF REQUIREMENT
 - CHALLENGE COST EFFICIENCY OF CONTRACTS
- WE ARE NOT HERE TO AFFIRM THE STATUS QUO

METHODOLOGY

- MEASURE EFFICIENT WORK REQUIREMENT FOR PWS UNDER PRESENT PROCESSES - MEO BASELINE
- IDENTIFY PROCESS IMPROVEMENTS
- MODIFY BASELINE FOR EFFICIENCIES RESULTING FROM IMPROVEMENTS
- APPLY EFFICIENT STAFF REQUIREMENTS TO PERFORMANCE PERIOD WORKLOAD -2002 TO 2006
- TASK ORGANIZE AND ADD SUPERVISORS AND MANAGERS

MEO BASELINE METHODOLOGY

- DEVELOP A STANDARD TIME FOR EVERY TASK IN PWS UNDER PRESENT PROCESS OR PROCEDURE
 - CERTIFIED SOURCES SUCH AS R.S. MEANS
 - TECHNICAL ESTIMATES OF KNOWLEDGEABLE WORKER

STANDARD TIMES

- THE “MOST LIKELY” OR TYPICAL TIME IT TAKES TO DO A JOB, I.E. PRODUCE THE OUTPUT
- IT IS BASED ON AN AVERAGE PERSON PERFORMING THE JOB, UNDER NORMAL CONDITIONS, USING STANDARD METHODS, TECHNIQUES, AND TOOLS

ANALYSIS OF O&M WORKLOAD

- SERVICE ORDERS
 - CRAFT AND GRADE ANALYSIS OF ALL SOs
 - ANALYSIS OF HOURS FOR SOs
 - COMPARE TO INDUSTRY STANDARDS
- PREVENTIVE MAINTENANCE (PM)
 - CRAFT AND GRADE ANALYSIS OF ALL PMs
 - COMPARE ASSETWORKS TIME STANDARDS TO INDUSTRY STANDARDS
- INDIVIDUAL JOB ORDERS (IJOs)

ANALYSIS OF O&M WORKLOAD

- STANDING OPERATING ORDERS (SOOs)
 - PLANT OPERATIONS
- ESTABLISH BASELINE MEO
- RECOMMENDATIONS
 - PROCESS IMPROVEMENTS
 - STAFFING/REORG. ANALYSIS

TECHNICAL ESTIMATE

- USES PERSONAL AND/OR RECORD DATA TO ESTIMATE “SHOULD-TAKE” TIMES
- RELIES ON HISTORICAL DATA, TIME LADDERS (ACTIVITY LOGS), AND PROFESSIONAL JUDGMENTS
- DOES NOT NORMALLY REQUIRE ANY TIMING OR OBSERVATIONS OF THE JOB
- ERROR CAN BE REDUCED, IF ESTIMATES OBTAINED FROM PERSONNEL DOING SIMILAR WORK CAN BE ADEQUATELY COMPARED

WARNING

- ONLY WHAT IS DOCUMENTED IN PWS IS STAFFED FOR IN THE MEO
- UNDOCUMENTED WORK MUST BE QUANTIFIED AND CHARACTERIZED IF NOT ALREADY IN PWS

MODIFY THE MEO BASELINE

- SUBMIT RECOMMENDATIONS FOR CHANGES
 - MISSION
 - STAFFING
 - ORGANIZATION STRUCTURE
 - PROCEDURES
 - EQUIPMENT AND FACILITIES UTILIZATION
 - COMPUTER BASED MANAGEMENT TOOLS

PROCESS IMPROVEMENT METHODOLOGY

- MEO WORKSHOPS WITH NON-SUPERVISORY PERSONNEL
- MEO WORKSHOP WITH CASC/MANAGERS
- CONSULTANT DIRECT OBSERVATION
- BENCHMARKING VISITS
- REVISED CORPORATE CONCEPT OF OPERATION
- INDIVIDUAL OBSERVATIONS

ADJUST MEO FOR OUTYEAR WORKLOAD

- BUILD RELATIONSHIP OF EFFICIENT STAFF TO OUTPUTS
 - FY00 BASELINE = 8000 PHOTOGRAPHS
 - 4000 PHOTOGRAPH/PHOTOGRAPHER = 2 FTE
- APPLY RELATIONSHIP TO OUTYEAR OUTPUTS
 - FY 02-07 = 8750 PHOTOGRAPHS
 - REQUIRES 2.1875 FTE FOR PERFORMANCE PERIODS
 - SOLUTION:
 - OVERHIRE
 - CONTRACT
 - SEASONAL/PART TIME EMPLOYEE

MANAGEMENT STUDY OUTLINE

- EXECUTIVE SUMMARY
- CHAPTER ONE - INTRODUCTION
- CHAPTER TWO - FUNCTIONAL AREA PROPOSALS
 - 2.1 DIRECTORATE OF INSTALLATION SERVICES
 - 2.2 DIRECTORATE OF COMMUNITY SERVICES, ETC
- CHAPTER THREE - MEO DEVELOPMENT
- CHAPTER FOUR - RO INTERFACE
- CHAPTER FIVE - RESOURCE ANALYSIS

MANAGEMENT STUDY OUTLINE (CONT'D)

- FUNCTIONAL CHAPTER STRUCTURE
 - 2.1 DIS
 - CURRENT OPERATIONS
 - JOB ANALYSIS
 - RATIONALE FOR CHANGE
 - RECOMMENDATIONS (DRAFT VERSION ONLY)
 - MEO DEVELOPMENT

SEQUENCE

- BUILD OUR RECOMMENDATIONS ON OUR OWN
 - PRESERVE SECURITY
 - KEEP FROM DILUTING COMPETITIVENESS
- PRESENT RECOMMENDATIONS
 - WRITE DRAFT MANAGEMENT STUDY
 - BRIEFING ON PROPOSED MEO
- CASC REVIEWS PROPOSED MEO

SEQUENCE (CONT'D)

- STARTS PERIOD OF REVIEW AND DISCUSSION
 - COMMAND FINALIZES CHANGES TO MAI BASELINE
 - FINAL MEO PRODUCED BASED ON COMMAND DECISION

IMPACT ON WORKFORCE

- DETAIL PWS TASK INTERVIEWS TO DETERMINE “STANDARD TIMES”
 - NOW THRU NLT 5 JUL
 - VARIABLE BASED ON PWS REFINEMENTS
- DIRECT OBSERVATION OF PWS TASK ACCOMPLISHMENT
 - NOW THRU 13 JUL
- MANAGERS WORKSHOPS
 - 16 JUL THRU 20 JUL
- REVIEW OF MAI PROPOSED MEO
 - 27 JUL THRU 22 AUG

YOUR PART

- VOLUNTEER TO BE ON MEO TEAM (CARE TEAM)
- OBSERVE AND PASS ON OPPORTUNITIES FOR PROCESS IMPROVEMENT
- GET WORKFORCE TO PROVIDE REASONABLE UNBIASED TECHNICAL ESTIMATES FOR EACH PWS TASKS

EMPLOYEE SURVEY MEO SUGGESTION FORM

- DO NOT FORGET THAT OPPORTUNITY
- MAY NOT BE LARGE ENOUGH IMPACT ON ITS OWN

-BUT-

- WHEN COMBINED WITH MANY OTHERS, WE CAN MAKE A MAJOR IMPROVEMENT

HOT SPOTS

- TECHNICAL ESTIMATES MOST VULNERABLE PART OF PROCESS
 - INFLATED ESTIMATES WILL DILUTE COMPETITIVENESS
- ONLY TAKE INTO ACCOUNT CHANGES THAT WILL REDUCE BOTTOM LINE OF IN HOUSE COST ESTIMATE
- BE PREPARED FOR REVERSE STICKER SHOCK